

The following 55 pages contain salary analyses and comparisons for the State's public health- and safety-related departments:

- **Commissioner, California Highway Patrol**
- **Director, Dept. of Forestry and Fire Protection**
- **Director, Dept. of Health Services**
- **Director, Dept. of Mental Health**
- **Director, Dept. of Social Services**
- **Director, Dept. of Developmental Services**

California Highway Patrol
Commissioner
Salary Analysis

Commissioner's current salary	\$142,584
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Average police chief/sheriff salary in major CA jurisdictions	\$193,947
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Commissioner's new salary	\$169,500
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Responsible for statewide public protection

Over 10,600 employees, 7,300 sworn personnel

Salary compaction = Commissioner is earning 15% less than Asst
Commissioner and 10% less than the Chief, CHP

STATUTORY SALARY ADJUSTMENT

Analysis and Justification

A. LEGAL AUTHORITY

Government Code section 19825.5 provides that the Department of Personnel Administration shall set and adjust, as needed, the annual compensation of officers and employees listed in Government Code sections 11550, 11552 and 11554. This statute also specifies the criteria the department is to use when setting or adjusting the annual compensation of these statutory appointees (i.e., size and scope of organization, compensation paid in other jurisdictions, scope of responsibility, salary compaction, other factors for recruitment and retention) and caps the maximum salary for these positions at 125% of the compensation recommended to be paid to the Governor by the California Citizens Compensation Committee.

The current salary for Governor is \$206,500 annually (which the incumbent declines).

B. POSITION / CURRENT SALARY:

Commissioner, California Highway Patrol receives \$142,584 annually.

C. GENERAL PROGRAM BACKGROUND:

The California Highway Patrol (CHP) was created by the Legislature on August 14, 1929, with the mission of enforcing traffic laws on county and State highways, a responsibility which remains in effect today, along with many additional functions undreamed of in 1929.

During its first ten years, the CHP grew into a highly respected, effective traffic safety force of 730 uniformed personnel. In October 1947, the CHP was established as a State department and the position of commissioner was created to head the new department.

Throughout the years, the span of enforcement responsibility has expanded dramatically and the CHP has continued to grow and evolve. In 1995, the California State Police merged with the CHP and expanded the department's areas of responsibility to include protection of state property and employees, the Governor and other dignitaries. Current responsibilities also include truck and bus inspections, air operations, vehicle theft investigation and prevention and providing disaster and lifesaving assistance.

The primary mission of the California Highway Patrol today is to ensure the safe, convenient, and efficient transportation of people and goods across the state's highway system and to provide the highest level of safety and security to the facilities and employees of the State of California.

The CHP is the third-largest law enforcement agency in the state, yet the compensation established for the head of this agency is virtually the same as the compensation paid to chief officers over law enforcement agencies less than one-tenth the size of CHP. More critically, however, the compensation of the CHP Commissioner suffers from "inversion," wherein positions at the second, third and fourth organizational levels in the department earn significantly higher salaries than the Commissioner.

D. SIZE AND SCOPE OF ORGANIZATION:

There are 10,687 budgeted positions within the CHP, including almost 7300 sworn personnel. CHP staff are assigned to 16 different program operations within the department.

Field operations include the Office of Air Operations, the Protective Services Division and eight geographic Field Divisions, each divided into ten or more Area Commands.

Staff operations include the Enforcement Services Division, and the Departmental Training Division, which includes the CHP (Cadet) Training Academy, Office of Legal Affairs, Office of the General Counsel, Planning and Analysis Division, Information Management Division, Personnel Management Division, and Administrative Services Division.

In addition to field and staff operations, the CHP has five offices dedicated to specialized functions: Internal Affairs, Employee Relations, Special Representative, Media Relations, and Workers' Compensation Fraud Investigation.

The department has over 200 facilities statewide, including the eight field division offices, 24 communications centers, 101 area offices, eight air operations offices, 37 resident posts, 16 commercial vehicle inspection facilities, two training academies, and a number of administrative facilities.

E. SCOPE OF RESPONSIBILITY / SPAN OF CONTROL:

The CHP Commissioner is responsible for overseeing the operations of all program areas and for establishing agency policy for those programs. The Commissioner's executive staff consists of one Deputy Commissioner, two Assistant Commissioners (Field Operations and Staff Operations), and the chiefs of the five specialized function offices, all of whom report directly to the Commissioner. There are ten division-level (third organizational level) operations under the direction of the Assistant Commissioner, Field Operations and eight division-level operations under the Assistant Commissioner, Staff Operations.

The CHP has established five specific goals to achieve its mission. These are

- To minimize the loss of life, personal injury, and property damage resulting from traffic collisions through enforcement, education, and engineering. To enforce the provisions of the California Vehicle Code and other laws to prevent crime.
- To maximize service to the public in need of aid or information, and to assist other public agencies when appropriate.
- To promote the safe and efficient movement of people and goods throughout California, and to minimize exposure of the public to unsafe conditions resulting from emergency incidents and highway impediments.
- To protect the public, their property, state employees, and the state's infrastructure. To collaborate with local, state, and federal public safety agencies to protect California.

- To continuously look for ways to increase the efficiency and/or effectiveness of departmental operations.

The department administers a wide variety of major program areas focused on these goals. Specifically:

- **Driving Under the Influence (Prevention):** Elements include school outreach and young person alcohol education programs, sobriety checkpoints, roving DUI patrols, and DUI Task Force Operations.
- **Traffic Safety:** Elements include radar speed enforcement, multidisciplinary accident investigation team program, freeway service patrols, rotation tow program, abandoned vehicle abatement, California motorcyclist safety program, drug recognition evaluators, and numerous focused safety corridor programs aimed at reducing roadway collisions
 - freeway corridors
 - high-collision highway corridors
 - pedestrian safety corridors
 - truck safety corridors (to reduce commercial vehicle collisions)
 - DUI safety corridors
 - DUI-college corridors
 - alcohol-involved corridors (for roadways with a high incidence of alcohol related collisions)
 - work zone and construction corridors
- **Commercial Vehicle Safety:** Elements include the Motor Carrier Safety Assistance Program, Commercial Vehicle Inspection Port of Entry, Biennial Inspection of (Commercial Truck) Terminals, California Commercial Vehicle Inspection System (automated commercial vehicles inspections at CHP inspection stations), Controlled Substances and Alcohol Testing Program Inspections, and the Motor Carrier of Property Program (regulatory oversight of interstate trucking).
- **Vehicle Theft:** Elements include the Vehicle Ownership Security Program, Cargo Theft Interdiction Program, Salvage Vehicle Inspection Program, Vehicle Theft Task Forces, Organized Automobile Fraud Activity Interdiction Program, and License Plate Reader Program (a public/private partnership between the CHP and the National Insurance Crime Bureau).
- **Drug Enforcement:** Elements include the department's canine program, the department's Investigative Services Section (which provides access to a variety of electronic databases and provides criminal intelligence information to all drug task force personnel, vehicle theft task force members, training officers, and field commands), the Warrant Service Program, and the Asset Forfeiture Program.
- **Homeland Security:** Elements include the Bio-Terrorism / Hazardous Materials Unit, the Governor's Task Force on Safe Delivery of Fuels, efforts with the Lawrence Livermore National Laboratory to develop a mechanical truck stopping device that applies the brakes of commercial vehicles and allows the vehicle to be brought safely to a stop, the use of gamma-neutron radiation devices to

inspect vehicles for radioactive materials participation in the Strategic Committee on Terrorism Radiological Subcommittee and the Nuclear Transport Working Group.

- Air Operations: Elements include the Aviation Safety Program, Regional Helicopter / Paramedic Program, Pilot Testing Program, and Peace Officers Standards and Training Air Crew Course.
- Technology: Elements include the Service Authority of Freeway Emergencies, implementation of the wireless Enhanced 9-1-1 system, the Emergency (AMBER) Alert System, Radio Communications Interoperability Project, installation of Mobile Digital Computers in patrol vehicles to communicate with area offices and access Department of Justice data banks, collection of demographic data relating to enforcement and motorist contacts, Statewide Pursuit Reporting System, the SafetyNet Program, Computer Aided Dispatch System and media web page, Geographic Information System, and the Statewide Integrated Traffic Records System.,
- Other department programs include Emergence Response Operations, the Business Resumption Plan, the Tax Seizure Program, the Workplace Violence Training Program, the Officer Involved Shooting Investigation Team Program, the CHP Air Safe Program, and the Prevention of Workers' Compensation and Disability Retirement Fraud Program.

F. COMPENSATION CONSIDERATIONS

Government Code section 19827 specifies that, when determining compensation for State excluded sworn classifications of the CHP, it is the policy of the State to consider total compensation for corresponding ranks within Los Angeles County, City of Los Angeles, City and County of San Francisco, City of Oakland and the City of San Diego, as well as internal comparisons.

The following information provides a comparison of compensation for the Commissioner, CHP. (Additional details are provided in the attached charts.):

- **County and City Law Enforcement Comparisons**
 - With 10,687 employees (7,287 sworn), the CHP is the third-largest law enforcement jurisdiction in California, second only to the County of Los Angeles (16,623 employees / 9,281 sworn) and the City of Los Angeles (14,000 / 10,354 sworn).
 - The salary provided to the CHP Commissioner (\$142,584) is one of the lowest compared to major sheriff and police jurisdictions in California. The range in these jurisdictions is \$137,514 to \$259,187, an average of \$193,947 (Chart A).
 - The range of salaries currently paid to chiefs of law enforcement in the five jurisdictions identified in GC section 19827 is \$182,374 to \$259,587. The average salary in these jurisdictions is \$232,565 (Chart B).

- The salary paid to the CHP Commissioner is very close to the salaries paid to the Chief of Police, Palm Springs (\$135,228) and the Chief of Police, Seaside (\$126,216). These jurisdictions are approximately one-tenth the size of CHP – 147 employees (88 sworn) and 60 employees (43 sworn), respectively. (rev. 3-28-07)
- **Internal Salary Comparisons** (Chart C)
 - The CHP Commissioner is not eligible to receive additional compensation (i.e., physical performance pay and educational pay).
 - The salary of the Commissioner is currently \$142,584, 15% below the base salary paid to the Assistant Commissioner, CHP, CEA (\$164,460). Additionally, the Assistant Commissioner classification earns \$1560 per year for Physical Performance Pay and may earn \$1,200 per year for a Bachelor's degree or \$2,400 per year for a Master's degree.
 - Between the Commissioner and the Assistant Commissioner, CHP, CEA is a Deputy Commissioner, CHP (\$129,432). In 2002, DPA approved an "exceptional reallocation" (downgrade) of this exempt position to Assistant Commissioner, CHP, CEA in order to provide compensation parity with its subordinate positions.
 - The classification of Chief, CHP is a third organizational level civil service classification with a base salary of \$156,900. This is 10% higher than the salary of the CHP Commissioner. The Chief, CHP also earns \$1560 per year in Physical Performance Pay and is eligible for the same educational pay differentials as the Assistant Commissioner, CHP, CEA. There are 17 Chiefs, CHP in the department.
 - The classification of Assistant Chief, CHP is a fourth organizational level civil service classification with a base salary of \$142,884, which is approximately \$300 higher than the salary of the Commissioner. The Assistant Chief, CHP also earns \$1560 per year in Physical Performance Pay and is eligible for the same educational pay differentials as the Assistant Commissioner, CHP, CEA and the Chief, CHP. There are 36 Assistant Chiefs, CHP in the department.

G. CONSEQUENCE OF ERROR

The CHP Commissioner is ultimately responsible for protecting California's citizen's life and property through the enforcement of the Vehicle Code, the safe and efficient movement of the public by managing traffic and emergency situations, and by the enforcement of other laws to prevent crime.

OTHER CONSIDERATIONS

The compensation currently provided to the Commissioner serves as a disincentive for promotion within the CHP organization. Accordingly, few qualified applicants will be found within State civil service if the current incumbent elects to vacate the position.

The salary for the CHP Commissioner is non-competitive with heads of major law enforcement agencies in the state. Therefore, if the position becomes available, it is

unlikely to attract significant outside interest from individuals with the requisite management skills and experience.

H. QUALIFICATIONS (Incumbent):

Michael Brown:

- Twenty-nine years service with the CHP. Management assignments held include:
 - Area Commander, San Diego
 - Commander, Office of Special Representative
 - Assistant Chief, Northern Division
 - Assistant Chief, Protective Services Bureau
 - Chief, Protective Services Bureau
 - Office of Dignitary Protection
 - Office of Court Services
 - Office of Capitol Services
 - Deputy Chief of Staff, Administrative Support
- Professor of Criminal Justice, California State University Sacramento (part-time)
- Education:
 - Bachelor of Arts, Criminal Justice, California State University Sacramento
 - Master's, Management, California State Polytechnic University
 - Master's, Criminal Justice, California State University, Los Angeles
 - Federal Bureau of Investigation and POST Command College
- Commendations:
 - 2003 Community Service – Los Angeles County
 - Outstanding Service – Chief Justice of the California Supreme Court

I. RECOMMENDED COMPENSATION

Based on a comparison of salaries, size and scope of organization, scope of responsibility and requisite qualifications, an annual salary of \$169,500 is recommended for the position of CHP Commissioner.

This salary:

- provides a logical compensation structure for CHP management ranks, with a minimum five percent separation between each rank from Chief to Commissioner
- is less than the \$258,125 maximum allowed by GC section 19825.5
- relieves current salary inversion in the CHP management structure
- falls at the mid-range of the salaries paid in California's larger law enforcement jurisdictions
- falls below the police chief/sheriff salaries in the five jurisdictions specified in GC section 19827.

Comparison of Compensation
Commissioner, CHP to Other Chief Officers

Jurisdiction	Position Title	Monthly	Annual	Employees	Sworn Officers
Los Angeles County	Sheriff	\$21,632	\$259,587	16,623	9,281
City of Los Angeles	Police Chief	\$21,346	\$256,155	14,000	10,354
San Francisco City/County	Chief of Police	\$20,226	\$242,710	2,665	2,161
City of Oakland	Police Chief	\$18,500	\$222,000	1,154	803
City of San Jose	Police Chief	\$17,285	\$207,418	1,789	1,333
City of Sacramento	Police Chief	\$15,810	\$189,720	1,207	793
City of San Diego	Police Chief	\$15,198	\$182,374	2,712	2,096
San Diego County	Sheriff	\$14,532	\$174,379	4,009	2,219
Santa Clara County	Chief of Correction	\$13,182	\$158,180	1,047	808
Sacramento County	Sheriff	\$12,662	\$151,944	2,386	1,604
Fresno County	Sheriff	\$12,115	\$145,380	1,127	819
San Francisco City/County	Sheriff	\$11,460	\$137,514	944	844
California	Commissioner, CHP	\$10,951	\$142,584	10,687	7,287

CHART A

Comparison of Compensation
Commissioner, CHP to GC section 19827 Jurisdictions

Jurisdiction	Position Title	Monthly	Annual	Employees	Sworn Officers
Los Angeles County	Sheriff	\$21,632	\$259,587	16,623	9,281
City of Los Angeles	Police Chief	\$21,346	\$256,155	14,000	10,354
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City of San Diego	Police Chief	\$15,198	\$182,374	2,712	2,096
California	Commissioner, CHP	\$10,951	\$142,584	10,687	7,287

CHART B

Comparison of Compensation
CHP Managerial Classes (Sworn Officers)

Position/Classification	Monthly	Annual	Supplemental Pay (Max)*	Total Compensation
Commissioner, CHP	\$10,951	\$142,584	\$0	\$142,584
Deputy Commissioner**	\$13,575	\$162,900	\$3,960	\$166,860
Assistant Commissioner, CHP, CEA	\$13,575	\$162,900	\$3,960	\$166,860
Chief, CHP	\$13,075	\$156,900	\$3,960	\$160,860
Assistant Chief, CHP	\$11,907	\$142,884	\$3,960	\$146,844

* Includes \$130 / mo Physical Performance Pay and \$200 / mo education differential

** Position is currently downgraded to Assistant Commissioner, CHP, CEA

CHART C

Department of Forestry
Salary Analysis

Director's current salary	\$133,732
Average fire chief salary from survey of 15 local CA jurisdictions	\$186,979
Director's new salary	\$169,500

Responsible for statewide fire protection

Over 5,500 employees, up to 11,000 seasonal

Director serving as acting State Fire Marshall (position vacant)

Salary compaction = Fire Chief making \$19,000 less than Chief,
Deputy Director and \$11,000 less than the Regional Chief

STATUTORY SALARY ADJUSTMENT

Analysis and Justification

A. LEGAL AUTHORITY:

Government Code section 19825.5 provides that the Department of Personnel Administration (DPA) shall set and adjust, as needed, the annual compensation of officers and employees listed in Government Code sections 11550, 11552 and 11554. This statute also specifies the criteria the department is to use when setting or adjusting the annual compensation of these statutory appointees (e.g., size and scope of organization, compensation paid in other jurisdictions, scope of responsibility, salary compaction, other factors for recruitment and retention) and caps the maximum salary for these positions at 125% of the compensation recommended to be paid to the Governor by the California Citizens Compensation Committee.

The current salary for Governor is \$206,500 annually (which the incumbent declines).

B. POSITION/CURRENT SALARY:

Director, Department of Forestry receives \$133,732.00 annually.

C. GENERAL PROGRAM BACKGROUND:

As part of the Resources Agency, the California Department of Forestry and Fire Protection (CDF) was established in 1976 and is responsible for the fire protection, fire prevention, maintenance and enhancement of the state's forest, range, and brush land resources, disasters and other non-fire emergencies. The Director of Forestry and Fire Protection heads the department.

Throughout the years, the span of responsibility has expanded dramatically and CDF has continued to grow and evolve. In 1995, the Office of the State Fire Marshall (OSFM) and the position of State Fire Marshal in the State and Consumer Services Agency were transferred to the Department of Forestry and Fire Protection under the control of the CDF Director. The OSFM provides for fire safety where people live, work or meet. They enforce fire-related laws and government codes in State-owned or operated buildings; adopt minimum building and fire safety regulations for use in all buildings throughout the state; license those who inspect and service fire extinguishers; regulate the use of flame retardants; evaluate building materials against fire safety standards; approve firework devices; license pyrotechnicians; operate the National Fire Incident Reporting System; and regulate hazardous liquid pipelines that run throughout the state.

The primary mission of CDF is to ensure the protection of the people of California from fires, to respond to emergencies, and to protect and enhance forest, range, and watershed values while providing social, economic, and environmental benefits to citizens in rural and urban areas.

CDF responds to more than 5,600 wild land fires that burn over 172,000 acres each year. In addition, department personnel answer the call more than 300,000 times for other emergencies including structure fires; automobile accidents; medical aids; swift water rescues; civil disturbances; search and rescues; hazardous material spills; train wrecks; floods; and earthquakes. Because of CDF's size and major incident command

including the Northern and Central floods in 1997, 1998 and 2006; the 1994 Northridge earthquake in Southern California; the 1989 Loma Prieta earthquake in the Bay Area; the 2001 Tunnel Fire in the Oakland/Berkeley Hills; and the 2003 Southern California Fire Siege.

The OSFM, State Fire Training, and CDF Academy programs provide training education and certification programs to the California Fire Service. Through practical training exercises and classroom courses, every California firefighter is exposed to training standards that have been approved by CDF and the OSFM. Offering more than 1,000 classes annually, State Fire Training programs reach over 24,000 students each year and have issued more than 100,000 certifications to members of the more than 900 California fire departments, including CDF. Each year over 2,000 CDF personnel attend the CDF Academy, participating in classes ranging from basic fire control to forest practice enforcement.

To enforce state fire and forest laws, CDF investigators determine wild land fire causes, interview witnesses, issue citations and set up surveillance operations. The OSFM arson and bomb specialists provide services to State-owned facilities, and local government fire and law enforcement agencies.

D. SIZE AND SCOPE OF ORGANIZATION:

There are 5,554 budgeted positions within CDF. In addition to the above budgeted positions within CDF, there are over 1,500 seasonal firefighters, 5,600 volunteers in prevention, and 4,300 inmates and wards.

CDF covers the state with 21 administrative units, 804 fire stations (228 State and 575 local governments), 39 conversation camps, 13 air attack and nine helitack bases. To transport and support these forces, CDF operates over 1,095 fire engines, 215 rescue squads, 63 paramedic units, 38 aerial ladder trucks, 58 bulldozers, five mobile communication centers, and 11 mobile kitchen units. CDF funds, through contract, an additional 82 engines and 12 bulldozers in six counties – Kern, Los Angeles, Marin, Orange, Santa Barbara and Ventura. From the air, CDF operates 23 1,200 gallon air tankers, 11 helicopters and 13 air tactical planes.

E. SCOPE OF RESPONSIBILITY/SPAN OF CONTROL:

The CDF Director is responsible for overseeing the operations of all program areas and for establishing agency policy for those programs. The Director's Executive Staff consists of two Chief Deputy Directors, one State Fire Marshall, seven Deputy Directors, ten Assistant Deputy Directors and four Region Chiefs stationed throughout the state, all of whom report directly to the Director.

CDF has six major divisions within CDF: Fire and Emergency Response, Office of the State Fire Marshal, Resource Management and Forestry, Board of Forestry and Fire Protection, Fire and Resource Assessment, and Administration.

CDF administers a wide variety of major programs within these divisions, specifically:

Fire and Emergency Response

- **Fire Protection:** Provides for a system of basic fire protection to keep damages to life, property and natural resources at or below a level acceptable within social, political and economic constraints. The objective is to quickly and aggressively attack all fires in areas where the Department has assumed primary direct protection responsibility by virtue of law, contract or mutual understanding, and to continue suppression operations until the fire is under control. The level of initial attack and follow-up action is relative to values threatened and control difficulty with the intent to control all unwanted fires within the first burning period.
- **Fire Prevention:** This program focuses on the most effective methods, materials and procedures to remove or mitigate physical risks and hazards and to enforce pertinent laws for the reduction of fire incidents. More specifically, efforts focus on what needs to be done before a wild land fire starts in order to reduce the costs of fire fighting, property loss, injury to fire fighters, and damage to the environment.
- **Fire Control:** The objective of this program is to detect, respond to, and suppress wild land fires in or threatening State Responsibility Areas. The heart of the effort is an aggressive initial attack strategy. The Department's goal is to contain 95 percent of all wildfires to 10 acres or less. This is achieved through detection, ground attack, air attack and mutual aid using fire engines, fire crews, bulldozers, helicopters and fixed wing aircraft.
- **Cooperative Fire Protection:** The Department provides a full range of fire protection to local, county, State and federal agencies throughout California through the administration of 160 cooperative agreements in 35 of the state's 58 counties, 25 cities, 31 fire districts and 34 other special districts and service areas. Additionally, there are agreements with six counties that provide wild land fire protection on behalf of the Department.
- **Conservation Camps:** The Department, in cooperation with the Department of Corrections and Rehabilitation, operates 412 conservation camps throughout the state which house 198 fire crews. These crews provide one of the primary labor forces for firefighting, emergency responses and conservation-related work projects.

The Office of the State Fire Marshal

- **Code Development and Analysis:** Objectives include the development and adoption of codes relating to fire/life safety used statewide by local fire authorities. The program also operates the California All-Incident Reporting System, which collects and analyzes incident response data provided by local fire departments.
- **Code Enforcement:** Objectives include the enforcement of fire/life safety standards in State-owned and State-occupied facilities, institutions, jails and areas not covered by a local fire department. The program also assists local fire authorities in the interpretation and enforcement of fire/life safety regulations within their respective jurisdictions.

- **Fire Engineering:** This program uses a multi-pronged approach toward reducing or eliminating fire risks/hazards and changing the fire environment. Consumer services and product evaluations are conducted on portable fire extinguishers, recovery device, and building materials listing services. Other activities include coordination of hazardous materials and California Unified Program Account services to local fire officials as well as a liaison role for fire/life safety standards between the fire service and the film/entertainment industry.
- **Pipeline Safety:** This program regulates approximately 6,400 miles of critical pipelines that transport crude oil and refined products (e.g., gasoline, diesel, jet fuel, etc.). Regulated pipelines do not include those within production fields, marine terminals, refineries or bulk loading facilities. The program has been designated as a federal agent for the enforcement of pipeline safety standards for interstate pipelines since 1987.
- **State Fire Training:** The program provides a comprehensive training and certification service to local fire agencies. Activities include the California Fire Service Training and Education System, and Fire service Training and Education Program.
- **Illegal Fireworks Disposal:** The program disposes of illegal fireworks seized by State or local entities.

Resource Management

- **Maintenance and Enhancement:** California's State and private forest range, watershed lands and urban forests provide multiple human and environmental benefits. The objective of this program is to maintain and enhance those benefits and to minimize damage to these resources from natural catastrophes and human development. Objectives are met by regulation of timber harvesting, technical assistance to non-industrial landowners, operation of State demonstration forests, operation of forest nurseries, vegetation management projects, and administration of federal forestry assistance programs.
- **Resource Protection and Improvement:** The objective of this program is to improve forest lands. Activities include the detection, evaluation, and control of forest pests; growing and sale of tree seedlings from two nurseries for reforestation and soil erosion control; genetic tree improvement; advice and assistance to non-industrial landowners on management of forests and improved harvesting practices; the demonstration of sustainable forestry in State forests; implementation of the California Forest Improvement Act of 1978; and demonstration of the use of wood waste and forest growth for increased use of forest products. In the area of vegetation management, assistance is provided to the public and to private landowners to achieve land use objectives by reducing damage from wild land fires, increasing wildfire habitat, increasing productivity of forest and rangelands, improving water yields and air quality, and maintaining desirable ecosystems. CDF cooperates with federal, state, local agencies and private property owners to develop and achieve land use objectives. Activities

include the removal, rearrangement, conversion or improvement of vegetation using various treatment measures such as prescribed fire and mechanical, manual, biological, and chemical methods.

- **Forest Practice Regulations:** The objective of this program is to maximize sustained production of high-quality timber while protecting soil, water, wildlife, recreation, and other values associated with forest land. Activities include regulating timber harvesting operations on nonfederal timberlands, carrying out studies of causes and effects of soil erosion, issuing licenses to timber operators, and assisting taxing agencies in their administration of taxes on timber and timberland.
- **Forest Resource Inventory and Assessment:** This program provides information to assist in the formulation and analysis of resource policies and practices regarding fire protection, watershed protection, and resource management. Activities include assessing forest and range land conditions; developing and maintaining the data and tools used in the California Fire Plan; identifying policy options for improving conditions across all wild land resources; publishing forest and range assessments; designing and conducting inventories to gather forest and rangeland data; developing a data storage, retrieval and analytical system; producing maps displaying soil and vegetation types; and providing comment on the U.S. Forest Service Resources Planning Act, National Forest Management Act, and Soil Conservation Service Resource Conservation Act processes.

Board of Forestry and Fire Protection

The goal of the California State Board of Forestry and Fire Protection is to provide policy leadership and to generate public interest and support in those matters key to the future of the state's forest and rangelands.

- **Professional Foresters Registration:** Protects the public interest through the regulation of those individuals who are licensed to practice the profession of forestry, and whose activities impact forested landscapes and the quality of the forest environment within the state.
- **Monitoring Study Group:** Develops and implements long-term monitoring on effectiveness of forest practices related to water quality. This information is used by forest managers, public agencies and the public.

Fire and Resource Assessment (FRAP)

- FRAP projects include developing patterns and associated impacts, and monitoring vegetation change by magnitude of change and cause.

Administration

The objective of this program is to provide executive leadership, policy direction, and administration services required for the successful completion of CDF's objectives. CDF headquarters provides leadership through the Executive Staff and through

central services in accounting, budgeting business services, human resources, information technology, program accountability, and program and systems analysis. CDF field units provide localized general support services in a variety of locations through the state.

F. COMPENSATION CONSIDERATIONS

CDF has 5,554 budgeted positions. Approximately 4,700 positions currently are filled; 3,031 of these positions are sworn officers. CDF is one of the largest forestry and fire protection agencies in the United States. Through contract, CDF also provides fire protection assistance to many cities and counties in California. (In the case of Riverside County, it provides 100 percent of fire protection services.)

Local Comparisons:

- The salary paid to the CDF Director (\$133,732) is the lowest compared to other fire chiefs in California. The range in 15 jurisdictions surveyed is \$142,536 to \$255,884, an average of \$186,979 (chart attached).
- The City of Anaheim's Fire Chief earns almost \$211,000, yet the city employs a workforce about 7 percent the size of CDF's.
- San Francisco employs approximately half the number of employees CDF employs, yet its fire chief's salary exceeds \$236,000.
- Sacramento Metro Fire employs 745 employees, 590 sworn officers, yet its fire chief's salary is \$216,096.

Other State Comparisons:

- The salary paid to the CDF Director falls in the mid-range of other state's Fire Chief salaries. However, no other state's firefighting agency comes close to the size of CDF. Florida comes closest with 1,266 total employees and 625 sworn officers, but it employs a workforce one-third the size of CDF.
- The Oregon Department of Forestry has a total of 912 employees, 398 are sworn officers. Its Director earns \$146,000.
- The Texas Department of Forestry has a total of 389 employees, 180 are sworn officers. Its Director earns \$170,000.

Out-of-State City Comparisons:

- The City of Las Vegas employs a total of 672 employees, 490 are sworn officers. Its Director earns \$156,451.
- The City of Phoenix employs a total of 2,006 employees, 1,576 are sworn officers. Its Director earns \$175,552.

The current CDF Director has served as acting State Fire Marshall since the beginning of 2006, as this position has not yet been filled. As a statutory exempt appointee, he is unable to receive any other compensation for this additional responsibility other than his salary as CDF Director.

Internal Salary Comparisons:

- There are three managerial levels (Unit Chief, Regional Chief-CEA and Chief Deputy Director-CEA) and one supervisory level (Assistant Chief) directly under the CDF Director and, at the fifth level the Battalion Chief, which is a rank-and-file position. Because the Battalion Chief receives mandatory overtime and several pay differentials, there was salary inversion within these classifications at CDF. Last year, DPA approved a compensation plan that will correct this salary inversion with the Battalion Chiefs. This compensation plan includes pay differentials that raise the annual salary of the Regional Chief-CEA to \$145,572, the Chief Deputy Director-CEA to \$152,844, and provides various salary increases to the Unit Chief and Assistant Chief classifications.

Because the Director's salary is set in statute, DPA was unable to apply the compensation plan to the director's position. Therefore, the salary inversion still exists for the Director; he currently receives \$19,112 less than the Chief Deputy Director-CEA and \$11,840 less than the Regional Chief-CEA. In short, the Director receives a salary that is 14 percent less than his Chief Deputy Directors and 9 percent less than his Regional Chiefs.

- The Director is not eligible to receive any additional compensation due to his statutory status, yet his staff may receive pay differentials such as the recruitment and retention pay differential referenced above, Incident Command Team Differential Pay, Uniform Allowance, Educational Pay, Physical Fitness Pay, etc.

G. OTHER CONSIDERATIONS:

The current compensation for the CDF Director discourages promotion within the Forestry organizational structure. Accordingly, few qualified applicants will be found within State civil service if the current incumbent elects to vacate the position.

The salary for the CDF Director is non-competitive with other Forestry and Fire Protection agencies in the state. Therefore, it is unlikely the State would be able to attract significant outside interest from individuals with the requisite management skills and experience if and when the position becomes available.

It is worth noting that the prior CDF Director left the State for a higher-paying position in one of California's local fire agencies where the salary is much higher and the operation much smaller. The State may face similar recruitment challenges with the incumbent unless it addresses the significant salary lag.

H. CONSEQUENCE OF ERROR

The CDF Director is ultimately responsible for protecting the people and their property, and the natural resources of California from fires, disasters and other emergencies. In addition, CDF is charged with enhancing the forests, ranges and watershed values while providing social, economic and environmental benefits to the State's citizens.

I. QUALIFICATIONS (Incumbent):

Ruben Grijalva has over 30 years experience in the Fire Protection field in California:

- Director, CDF since April 2006
- Acting Director, CDF prior to his official appointment
- State Fire Marshall since 2004 and as Director, CDF has continued performing the duties of the State Fire Marshall in an acting capacity
- Chair of the State Board of Fire Services
- Fire Chief for the City of Palo Alto Fire Department
- Assistant Fire Chief for the City of Palo Alto Fire Department
- Fire Marshall, City of Sunnyvale, Department of Public Works
- Past president of the Fire Chiefs Department for the League of California Cities
- Past president of the Santa Clara County Fire Chief's Association
- Former member of the Uniform Fire Code Committee for the International Fire Code Institute
- Current member of the California Fire Chief's Association and the International Association of Fire Chiefs

His qualifications and experience demonstrate a thorough knowledge of the CDF programs and goals, and a strong knowledge of the internal operations and processes of State, city and county governments necessary to achieve the goals and mandates established by the Administration and the Legislature.

J. RECOMMENDED COMPENSATION:

Based on a comparison of salaries, size and scope of organization, scope of responsibility and requisite qualifications, an annual salary of \$169,500 is recommended for the position of CDF Director.

This salary:

- Falls below the mid-range of salaries paid by other Forestry/Fire Protection organizations within California.
- Provides a logical compensation structure for CDF management with a minimum five percent separation between the Chief, Deputy Director and Director.
- Is less than the \$258,125 maximum allowed by GC section 19825.5.
- Relieves the current salary inversion within the CDF management structure.

FIRE CHIEFS

Agency	Minimum Salary	Maximum or Actual Salary	Number of Budgeted Positions	Number of Department Employees	Number of Sworn Employees
CDF	\$133,732	\$133,732	5,554	4,073	3,031
California Cities					
City of Anaheim	\$140,851	\$210,976		285	229
City of Folsom		\$142,536		76	76 Just the one salary level posted
City of Fresno	\$66,000	\$146,880		353	260
City of Long Beach	\$122,569	\$153,211		569	399
City of Los Angeles		\$255,884		3,920	3,426 Actual Salary
Los Angeles County		\$213,582		4,642	2,416 Actual Salary
City of Oakland	\$140,921	\$198,635		588	507 Maximum shown is the actual salary
City of Roseville	\$126,275	\$169,220		116	108
City of Sacramento	\$115,080	\$172,620		605	561
Sacramento Metro Fire	\$177,768	\$216,096		745	590
San Francisco		\$236,184		1,679	1,200 Actual Salary
City of San Jose	\$132,704	\$207,418		858	729
City of Santa Ana		\$152,616		281	237 Just the one salary level posted
City of Stockton	\$124,488	\$159,840		307	269
City of Vallejo	\$134,726	\$168,986		107	96
Out-of-State Cities					
City of Houston	\$80,548	\$160,134		4,103	3,748
City of Las Vegas	\$93,871	\$156,451		672	490
City of Phoenix	\$111,405	\$175,552		2,006	1,576
City of Portland	\$104,062	\$149,115		747	677
City of Salt Lake	\$85,883	\$137,197		370	340
City of Seattle		\$159,999		1,124	1,044 Actual Salary
City of Tucson	\$131,581	\$171,496		766	676
States					
Colorado, Dept of Forestry		\$120,175		127	55
Florida, Dept. of Forestry	\$54,229	\$114,636		1,266	625 Director of Forestry
Idaho, Fire Bureau	\$81,515	\$108,680		263	263 Director, Dept. of Lands salary
Nevada, Forestry Div. of Dept. of Conservation		\$100,922		185	52 State Forester
Oregon, Dept. of Forestry	\$96,168	\$149,028		912	398 Director/State Forester
Texas, Forest Service		\$170,000		389	180 Director, Texas Forest Service
Utah, Forestry, Division of Dept. of Natural Resources	\$73,237	\$110,011		111	7 Director/State Forester
U.S. Forest Service					
National Forest Fire Chief-GS 13					
Sacramento Area Locality Pay	\$79,665	\$103,568			
San Diego Area Locality Pay	\$80,569	\$104,743			
Los Angeles Area Locality Pay	\$83,039	\$107,954			
Mean Maximum Salary		\$159,511			
Median Maximum Salary		\$158,146			

NOTES:

1. The fire departments designate all their firefighters as "Sworn Personnel" and the support staff is civilian personnel.
2. Included City and County of Los Angeles, and San Francisco to get some larger cities for the State comparison.
3. In the out-of-state cities, Houston is included as a large fire department.
4. The states said that they are based on the US Forest Services duties and services.
5. Each National Forest has its own fire chief.

Department of Health Care Services

STATUTORY SALARY ADJUSTMENT

Analysis and Justification

A. LEGAL AUTHORITY:

Government Code section 19825.5 provides that the Department of Personnel Administration (DPA) shall set and adjust, as needed, the annual compensation of officers and employees listed in Government Code sections 11550, 11552 and 11554. This statute also specifies the criteria the department is to use when setting or adjusting the annual compensation of these statutory appointees (i.e., size and scope of organization, compensation paid in other jurisdictions, scope of responsibility, salary compaction, other factors for recruitment and retention) and caps the maximum salary for these positions at 125% of the compensation recommended to be paid to the Governor by the California Citizens Compensation Committee.

The current salary for the Governor is \$206,500.00 annually.

B. POSITION/CURRENT SALARY:

Director, Department of Health Services / \$133,732.00 annually. On July 1, 2007, the incumbent will assume the directorship of the new Department of Health Care Services.

C. GENERAL PROGRAM BACKGROUND:

The current configuration of the Department of Health Services, in which one state agency oversees both population-based public health activities and programs and public programs that provide direct health services to low-income residents, was established in 1978.

On July 1, 2007, the current Department of Health Services will split into two new departments: the Department of Health Care Services and the Department of Public Health. The Director of the current Department of Health Services will become the director of the Department of Health Care Services. This justification addresses the salary level for the Department of Health Care Services, but any increase should be provided to the Director of the Department of Health Services until July 1, 2007.

As part of the Health and Human Services Agency, the California Department of Health Care Services (DHCS) will finance and administer a number of individual health care service delivery programs. The activities of the DHCS will include:

- Provision of direct health care services to low-income persons and families who meet defined eligibility requirements;
- Support of state and local prevention-oriented health care programs that promote human health and well-being;

- Development of strategies to ensure access to comprehensive health services using public and private resources; and
- Program integrity oversight to ensure appropriate and effective expenditure of public resources to serve those with the greatest health care needs.

The primary mission of DHCS is to protect and improve the health of all Californians.

D. SIZE AND SCOPE OF ORGANIZATION:

There will be 3,194 budgeted positions within DHCS. The Department will have a total budget of \$38.1 billion and will provide direct health care services to an average monthly caseload of over 6.7 million people. These services are provided to the State's most needy residents. There are 35 DHCS medical and audit/investigative field offices throughout the State. In addition, much of the program eligibility determination process is conducted through the local county government operations, and the Department maintains ongoing interaction with counties to ensure that implementation of state and federal law is appropriate.

Ensuring access both to primary and preventive health care services and to specialized care for those with special medical needs contributes greatly to the education of our children, the productivity of our workforce, and the quality of life for our senior population. These programs and services must be responsive to the changing needs of our communities and must be designed and delivered with the understanding that a one size fits all state program will not meet the health care and public health needs of California's ethnically, culturally, and geographically diverse communities.

E. SCOPE OF RESPONSIBILITY/SPAN OF CONTROL:

Administration

The Administration staff works to direct an array of central support services to achieve DHS program and operations objectives and provide management information and business control functions for the Directorate.

Audits and Investigations

The mission of Audits and Investigations (A&I) is to ensure that fiscal integrity of the health programs administered by the DHCS and ensure quality of care provided to the beneficiaries of these programs. The overall goal of A&I is to improve the efficiency, economy, and the effectiveness of DHCS and the programs it administers. A&I is divided into three branches:

- The Financial Audits Branch (FAB) ensures, through financial audits, that payments made to providers of Medi-Cal or other State or federally funded health care program are valid, reasonable, and in accordance with laws, regulations, and program intent.
- The Investigations Branch (IB) is mandated by the Code of Federal Regulations and California State law as the organization responsible for

investigating allegations of beneficiary fraud and abuse of the Medi-Cal program.

- The Medical Review Branch (MRB) is charged with the responsibility of performing federal mandated post service, post payment utilization reviews.

A&I also consists of two other functions:

- The Internal Audits (IA) primary function is to assist in fulfilling management's responsibility of assessing and strengthening internal controls.
- The Administrative Support (AS) unit is responsible for providing oversight and coordination of all A&I administrative functions.

A&I has 713 authorized staff which, in 2006, completed over 11,000 medical reviews, financial audits, claim reviews, and "on-site" provider assessments.

Medical Care Services

Medical Care Services is responsible for the overall coordination and direction of health care delivery systems supported by the Department. MCS directly operates California's Medicaid program (Medi-Cal) and the program's eligibility, scope of benefits, reimbursement, and other related components. MCS is responsible for the Department's fiscal intermediary contract which pays claims for programs operated by Primary Care and Family Health and Prevention Services. MCS manages medical services in a fiscally prudent manner by developing partnerships with providers and medical service organizations, and encouraging comprehensive, organized health care delivery systems. Medical Care Services (MCS) directly operates California's Medicaid program (Medi-Cal) and the program's eligibility, scope of benefits, reimbursement, and other related components. In 2005-06 the Medi-Cal program processed over 240 million provider claims and over 4 million treatment authorization requests. Medi-Cal has 148,000 providers rendering services to program beneficiaries.

Medi-Cal Managed Care The Medi-Cal Managed Care Division offers an alternative to the fee-for-service system for the provision of health care services to Medi-Cal beneficiaries.

- *Medi-Cal Operations* Medi-Cal Operations Division ensures medically necessary services are provided to the Medi-Cal population, provides timely adjudication of TARs (Treatment Authorization Requests), oversight of several medically related programs, and case manages California's most medically fragile population.
- *Medi-Cal Policy* The Medi-Cal Policy Division (MCPD) is responsible for administering the policy development, interpretation, and implementation of the State's Medi-Cal program in the determination of program eligibility, program benefits, and program rate provisions.

- *Office of Medi-Cal Procurement* The Office of Medi-Cal Procurement (OMCP) was established to serve as an internal consulting and advisory group within the Department of Health Services to perform the major procurements conducted by the Medi-Cal program.
- *Payment Systems* Payment Systems Division (PSD) mission is to ensure that the overall administration, oversight and monitoring of the Medi-Cal fiscal intermediary (FI) contracts, which maintain Medicaid Management Information Systems (MMIS) for both the medical and dental programs run effectively. PSD also ensures that Medi-Cal is the payer of last resort.

Children's Medical Services

The Children's Medical Services (CMS) Branch oversees programs for children with special health needs and for adults and children with specific genetic diseases. These programs include the Child Health and Disability Program (CHDP) which provides well child health assessments, immunizations and referral for further diagnosis and treatment, for approximately 2.2 million children each year from families with incomes at or below 200 percent of federal poverty; the California Children's Services (CCS) Program which funds and authorizes medical services and provides case management for an estimated 176,483 children per quarter with serious, physically handicapping conditions; and the Genetically Handicapped Persons Program (GHPP) which provides case management and comprehensive healthcare for approximately 1,488 clients with specific genetic disorders.

Other programs managed by CMS include the Newborn Hearing Screening Program (NHSP) and the CCS Medical Therapy Program (MTP). The NHSP helps identify hearing loss in infants and guides families to the appropriate services needed to develop their child's communication skills. In calendar year 2005, the NHSP screened 411,162 newborns for hearing loss. With implementation of AB 2651 (Chapter 335, Statutes of 2006) this program will expand to cover all acute care hospitals in California, and the number of newborns screened for hearing loss will increase by about 137,000 per year. The CCS MTP directly provides school-based occupational therapy and physical therapy for approximately 27,000 children each year. The CMS Branch has a current authorized budget (including all funding sources) of \$272.4 million in Local Assistance and \$19.8 million in State Support. The Branch has 139.6 authorized positions.

Primary and Rural Health Care Systems

The Primary and Rural Health Care Systems Branch (PRHCSB) administers (5) primary care clinic programs, (2) rural hospital programs, State office of Rural Health (SORH) and the J-1 Visa Waiver (J-1) program. The primary care clinic programs include the Expanded Access to Primary Care, Indian Health, Seasonal/Agricultural/Migratory Workers, Grants-In-Aid, and the Rural Health Services Development program. Combined, the clinic programs support infrastructure and direct reimbursement for approximately 1,780,205 visits

annually. The (2) rural hospital programs provide training and technical assistance funding to assist rural hospitals to comply with federal mandates. The J-1 Program recommends placement of foreign born physicians in underserved areas and the SORH provides information and funding to strengthen the rural healthcare infrastructure. The combined funding for the local assistance programs in the PRHCSB is \$54 million.

Office of Long Term Care

The Office of Long Term Care (OLTC) coordinates long-term care policy development within the DHCS and collaborates with other state and federal agencies to coordinate long-term care strategic policy planning. In addition, the OLTC implements and manages innovative long-term care programs that integrate service delivery programs that coordinate the mix of services for individuals with long-term care needs, allowing individuals to obtain care in community settings rather than in more expensive institutional settings. These programs include:

- *Program of All-inclusive Care for the Elderly (PACE)* which manages all medical, social, and long term care services enrollees need to preserve or restore their independence to remain in their homes and communities. Currently, there are four PACE programs, operating in Los Angeles, Sacramento, Alameda, and San Francisco counties;
- *Senior Care Action Network (SCAN)* integrates acute care and a prescribed set of long term care services within a capitated managed-care framework. SCAN expands coverage for community-based long-term care and is designed to keep functionally impaired older people living at home as long as possible. SCAN operates in Long Beach and serves portions of Los Angeles, Riverside and San Bernardino counties; and
- *California Partnership for Long-Term Care* which provides quality long-term care insurance policies to middle-income Californians so their future long-term care needs are planned for and financed without reliance on the Medi-Cal Program.

F. COMPENSATION CONSIDERATIONS

Together with the Secretary of the California Health and Human Services Agency, the Director of the Department of Health Care Services serves as the Administration's lead executive on all matters pertaining to the state role in the delivery of health care services to low-income and other vulnerable populations. As such, the Director interacts with state and county public health and welfare officials; partners with medical providers and public and commercial health plans; collaborates with federal agencies; engages with representatives of health care consumers; and convenes state and national health policy experts on matters related to health care coverage and service provision. The Director is an integral part of defining larger state strategies to address issues of health care coverage for California residents.

With many state functions, there are parallels at the county level. This is less true with DHCS because it is the entity responsible for ensuring that more than \$38 billion in federal Medicaid funding is appropriately reimbursed to government and private sector entities for services rendered. There is no direct county equivalent. However, the Director of DHCS interacts with county health executives and county welfare directors on a regular basis to ensure that state and federal guidelines are being followed.

County	County Health Executive Annual Salary Range	
	Low or Current	High
San Francisco	\$ 190,320	\$ 250,302
Los Angeles	\$ 188,465	
Sacramento	\$ 161,549	\$ 178,106
Santa Clara	\$ 156,647	\$ 172,152
San Bernardino	\$ 150,110	
Alameda	\$ 147,389	
San Diego	\$ 139,360	\$ 210,080
Fresno	\$ 122,529	\$ 213,328
Riverside	\$ 119,916	\$ 183,524
Orange	\$ 110,864	
Kern	\$ 105,600	\$ 128,976
Ventura	\$ 85,200	\$ 142,000

The average of the top five salaries for county health executives is \$ 169,418.

County	Welfare Director Annual Salary Range	
	Low or Current	High
Alameda	\$ 185,141	
Los Angeles	\$ 176,135	
Sacramento	\$ 162,175	
Orange	\$ 158,371	
Santa Clara	\$ 157,431	\$ 173,014
San Francisco	\$ 152,776	\$ 195,000
San Diego	\$ 149,760	\$ 230,880
San Bernardino	\$ 149,080	
Riverside	\$ 133,353	\$ 233,245
Ventura	\$ 107,258	\$ 167,796
Kern	\$ 98,484	\$ 120,276
Fresno	\$ 98,369	\$ 161,922

The average of the salaries for the top five county welfare directors is \$167,851.

In comparison to the salary and agency composition of other states, in 2005, the Association of State and Territorial Health Officials conducted a survey of state health officials' salaries. The mean annual salary of state health officials in states with a population of more than 10 million people was \$144,855, with a range of \$124,117 - \$187,565. The mean salary of state health officials with annual budgets exceeding \$1 billion was \$141,205. Certainly, given the complexity of the service delivery in California, coupled with the magnitude and scope of health services and programs, California's salary compensation for the Director should be significantly higher than other states.

G. QUALIFICATIONS (Incumbent):

Sandra Shewry was appointed Director of the California Department of Health Services by Governor Arnold Schwarzenegger in March 2004. The California Department of Health Services is one of the largest departments within state government with a budget of \$36 billion and 6,000 employees. The mission of the California Department of Health Services is to protect and improve the health of all Californians. The programs under Ms. Shewry's leadership include public health, education, disease-prevention, and health protection programs; licensing of health facilities; and the State's Medicaid Program (Medi-Cal).

Prior to joining CDHS in 2004, Sandra Shewry was the Director of Health at the National Governor's Association's Center for Best Practices where she worked on a broad range of health financing, service delivery, and policy issues.

Ms. Shewry served as the Executive Director of the California Managed Risk Medical Insurance Board, and was responsible for development and

implementation of California's high risk pool (MRMIP), a subsidized pregnancy coverage program (AIM), a small employer purchasing cooperative (The HIPC), and the state's S-CHIP (Healthy Families).

Ms. Shewry has over 20 years experience in California State government. She began her state career with the California Department of Health Services as a health planning analyst and later served as an assistant secretary at the Health and Welfare Agency.

She currently serves on the Commonwealth Fund's Commission on a High Performance Health System and is a Board Member of the Insure the Uninsured Project. Ms Shewry formerly served as a Steering Committee Member for the National Academy for State Health Policy. She served as Vice Chair of the National Association of State Comprehensive Health Insurance Plans and a Board Member of the Pacific Business Group on Health.

H. RECOMMENDED COMPENSATION:

Based upon a comparison of salaries, size and scope of organization, scope of responsibility and requisite qualifications, an annual salary of \$165,000 is recommended for the position of Director, Department of Health Care Services.

This salary:

- Falls below the average of the salaries paid to health directors in five of California's largest counties
- Falls within the range of salaries for state health officials in states with a population of more than 10 million people (\$124,117 - \$187,565).
- Is below the \$258,125 maximum allowed by Government Code section 19825.5.
- Provides an appropriate compensation to the Director, given the scope and magnitude of the position.

Department of Mental Health
STATUTORY SALARY ADJUSTMENT
Analysis and Justification

A. LEGAL AUTHORITY

Government Code section 19825.5 provides that the Department of Personnel Administration (DPA) shall set and adjust, as needed, the annual compensation of officers and employees listed in Government Code sections 11550, 11552 and 11554. This statute also specifies the criteria the department is to use when setting or adjusting the annual compensation of these statutory appointees (i.e., size and scope of organization, compensation paid in other jurisdictions, scope of responsibility, salary compaction, other factors for recruitment and retention) and caps the maximum salary for these positions at 125% of the compensation recommended to be paid to the Governor by the California Citizens Compensation Committee.

The current salary for the Governor is \$206,500 annually.

B. POSITION/CURRENT SALARY

Director, Department of Mental Health is currently paid \$133,731 annually.

C. GENERAL PROGRAM BACKGROUND

The California Department of Mental Health (DMH), located in Sacramento, has oversight of a public mental health budget of more than \$6 billion, including local assistance funding. Its responsibilities include:

- Providing leadership for local county mental health departments;
- Evaluating and monitoring of public mental health programs;
- Administration of federal funds for mental health programs and services;
- Providing care and treatment of the severely mentally ill at the five state mental hospitals (Atascadero, Metropolitan, Napa, Coalinga and Patton State Hospitals) and at the Acute Psychiatric Programs located at the California Medical Facilities in Vacaville and Salinas Valley; and,
- Implementation of the Mental Health Services Act (Proposition 63), which provides state tax dollars for specific county mental health programs and services.

As a state public agency, DMH has worked hard to transform and improve the state's mental health systems of care by working with the mental health constituency to develop a system of partnerships and coordinated interagency efforts. These models have provided the framework for success in developing department programs and coordinating services in the treatment of children and adults who are mentally ill.

Department staff constantly strive to find the most effective use of resources and innovation at all levels – not just in treatment, but in prevention and intervention as well. All programs are designed with the recovery process in mind.

DMH's state hospital programs and facilities have passed national rigorous accreditation reviews and are staffed by professionally trained clinicians and administrative support team who provide full-time inpatient care to the most serious mentally ill and those incapable of living in the community. These referrals come from county mental health departments, the courts, the Department of Corrections and Rehabilitation and the California Youth Authority. In recent years, the population of the state mental hospitals has shifted to a majority (approximately 90 percent) of forensic patients, and DMH has met this challenge by prioritizing and balancing state-of-the-art treatment and public safety.

D. SIZE AND SCOPE OF ORGANIZATION

There are 11,298 budgeted positions within DMH. The Department's budget is approximately \$4.7 billion annually, in addition to \$1.3 billion in realignment funds allocated to the counties. These funding levels distinguish DMH as one of the largest departments in state government. The 58 county programs, two city programs, and a prevalence rate of three to six percent of the population in need, emphasize the scope and magnitude of the Department's responsibility. The most significant growth of the DMH budget is the Mental Health Services Act budget. The current year budget is \$1.5 billion; it is projected to be \$1.7 billion in SFY 2007/08.

The Department operates five mental hospitals and two psychiatric programs, serving a total of 5,000 patients. These operations are 24 hour a day operations, complete with all complexities of hospital administration: patient care, physical plant maintenance and operations, fleet management, legal, personnel administration, HIPAA compliance issues, and state and federal licensing requirements.

E. SCOPE OF RESPONSIBILITY/SPAN OF CONTROL

The Director is responsible for the development of policies and programs that adequately implement the state and federal laws that govern the care, custody and

treatment of mentally ill individuals. The Director ensures, through partnerships, the availability and accessibility of effective, efficient, culturally competent services. This is accomplished by advocacy, education, innovation, outreach, understanding, oversight, monitoring, quality improvement, and the provision of direct services.

Program Compliance

- Implements and maintains a system for assuring the continuation of oversight related to the licensing and certification of facilities such as psychiatric health facilities (PHF) and Mental Health Rehabilitation Centers.
- Administers the Pre-Admission Screening and Resident Review (PASRR) program for appropriateness of placement of individuals in a nursing facility, completing 8,000 to 9,000 reviews annually.
- Oversees federal funds used by local departments to support mental health services by conducting reviews of programs and providers and resolve audit issues.
- Conducts financial and management audit of state and federal funds for compliance with various laws, regulations and policies.

Systems of Care - Develops, evaluates, monitors and supports an array of coordinated services that deliver care to California's adults and older adults who are severely mentally ill, and children who are seriously emotionally disturbed. Systems of Care provides planning, research, development, and evaluation efforts for all public mental health programs including:

Evaluation, Statistics and Support (ESS)

Caregiver Resource Centers (CRCs)
Disaster Assistance to Counties (DAC)
Performance Outcomes & Quality Indicators (POQI)
Statistics and Data Analysis (SDA)
Traumatic Brain Injury (TBI)

Program Policy & County Operations

Adult & Older Adult Program Policy (AOAPP)

- California AIDS Project
- California Mental Health Cooperative Programs Employment with Support (Supported Employment)
- Dual Diagnosis (Co-Occurring Disorders)
- Integrated Services for Adults with Serious Mental Illness (AB 34 and AB 2034)
- Older Adult Systems of Care Demonstration Projects (OASOC)
- Olmstead, New Freedom Initiative
- Projects for Assistance in Transition from Homelessness (PATH)
- Substance Abuse and Mental Health Services Administration (SAMHSA)
- Supportive Housing Initiative (SHIA)

- Children & Family Program Policy (CFPP)
- Mental Health Services for Children in Special Education (AB 3632 Program)
- Infant-Preschool Family Mental Health Initiative (IPFMI)
- Children's System of Care (CSOC) Initiative

Early Mental Health Initiative (EMHI) - Programs funded through EMHI serve students identified as experiencing mild to moderate school adjustment difficulties and are not intended to serve students with more severe difficulties. In recent years, it has been demonstrated that programs based on systematic early detection and screening, backed by prompt and effective intervention, can prevent later adjustment difficulties at great savings to individuals, schools, mental health programs, and society at large. The California DMH is committed to early mental health intervention and prevention and has funded and supported such programs since 1982.

Medi-Cal Mental Health Policy (MCMHP) - In 1971, legislation in California added Short-Doyle community mental health services into the scope of benefits of the Medi-Cal program enabling counties to obtain federal matching funds on their costs of providing certain mental health services to persons eligible for Medi-Cal. These Short Doyle Medi-Cal (SD/MC) services consisted of inpatient hospital services delivered in acute care hospitals, individual, group or family therapy delivered in outpatient or clinic settings and various partial day or day treatment programs. Several service components were added via a state plan amendment (SPA) to the SD/MC array of services in subsequent years. These included Targeted Case Management approved in 1988 and the Rehabilitation Option in 1993. These additions broadened the scope of benefits, the range of personnel who could provide services and the location where services could be provided. Reimbursement under the SD/MC program is primarily based on allowable costs or negotiated rates approved by DMH, up to a statewide maximum allowance.

Ombudsman Services for Medi-Cal Beneficiaries

State Quality Improvement Council (QIC) - The implementation and operation of the Medi-Cal mental health managed care program in California, operating under a federal 1915(b) Freedom of Choice Waiver, is subject to ongoing review by state and federal policymakers and stakeholder groups. Of particular interest is the ability of the Department of Mental Health to continuously improve the waiver program. Toward this end, the Department established the State Quality Improvement Council (QIC) in early 1999 to identify various system performance indicators to be monitored over time and to develop special quality improvement studies focused on the Medi-Cal mental health managed care program. With the passage of Chapter 93, Statutes of 2000, an omnibus Health Trailer Bill to

the Budget Act of 2000, the State Legislature recognized the State QIC in statute.

Long Term Care Services - Long Term Care Services (LTCS) consists of five state hospitals, two psychiatric programs, and four units: Forensic Services, Hospital Operations, Program Policy and Fiscal Support, and Sex Offender Commitment Program. LTCS is responsible for the direct operation of five state hospitals: Atascadero (ASH), Metropolitan (MSH), Napa (NSH), Patton (PSH) and Coalinga (CSH). In addition, LTCS, through an interagency agreement with the California Department of Corrections and Rehabilitation (CDCR), provides acute inpatient and intermediate/day-treatment mental health services at the Vacaville Psychiatric Program (VPP) at California Medical Facility (CMF) and at the new intermediate inpatient Psychiatric Program at Salinas Valley State Prison (SVSP) that opened in May 2003. MSH operates through an interagency agreement with the California Department of Youth Authority (CYA), the Correctional Treatment Center (CTC) at the Southern Youth Correctional Reception Center and Clinic (SYCRCC). All four active state hospitals are accredited by the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO), the national accrediting body, and fully licensed by the state Department of Health Services (DHS). The VPP and the Salinas Valley Psychiatric Program (SVPP) are licensed by DHS and adhere to the standards of JCAHO but will not be accredited.

The patients served are often classified on the basis of the legal class or type of commitment proceeding that resulted in their placement in a state hospital. There are two basic types of commitments to state hospitals: patients may be committed as a danger to self or others, or gravely disabled, under civil statutes commonly referred to as Lanterman-Petris-Short (LPS) commitments; or they may receive a Judicially Committed/Penal Code (JC/PC) commitment from the courts, Board of Prison Terms (BPT), or the CDC. JC/PC commitments include Not Guilty by Reason of Insanity (PC 1026), Incompetent to Stand Trial (PC 1370), Mentally Ill Inmates (PC 2684), and Mentally Disordered Offenders (PC 2960-72). The Sexually Violent Predators (Welfare & Institutions Code Section 6600), although a civil commitment, are committed via a judicial process.

There are currently almost 5,000 patients in the five state hospitals and two psychiatric programs with more than 90 percent being JC/PC patients. The future LPS population is very difficult to predict; however, we believe it will remain close to 700 patients for the foreseeable future. The JC/PC population is expected to continue growing. With the focus on public safety, these individuals are the highest profile institutionalized population in the State.

Forensic Services supervises the California Forensic Conditional Release Program (CONREP) and performs evaluations of prison inmates who meet statutory criteria as mentally disordered offenders (MDO). CONREP is a community outpatient mental health program, designed especially for

persons with mental disorders and special conditions of treatment ordered as a result of court or BPT action. Forensic Services has management oversight of contracts with various CONREP treatment providers throughout the state. The MDO population consists of inmates who are ordered into mental health treatment by the BPT as a condition of parole. Forensic Services also provides analysis and recommendations on statutorily determined policies and practices impacting population movement in and out of state hospitals.

Hospital Operations is responsible for a variety of administrative and operational functions that support the state hospitals including major and minor capital outlay and special repair programs. Related to this is the work they do to monitor the Department's Energy Management Program for the state hospitals, develop and provide the required reports and inventories of the Department's land assets, and coordinate leases at the state hospitals. Presently, Hospital Operations staff is in the process of the design and development of the new state hospital in the city of Coalinga. In addition, a variety of administrative functions fall under their charge including analysis of proposed legislation, development of budget change proposals, responses to inquiries from patients, the public, other agencies, and the Legislature; the distribution, storage, and indexing of special orders--directives that establish the operational policies of LTCS and the state hospitals; collection and management of headquarters reportable special incident briefs and reports, consultation on professional discipline issues; management of the contract that provides for patients' rights services at the state hospitals; and coordination of the Governing Body process.

Program Policy and Fiscal Support provides leadership and direction on licensing, certification and accreditation; contracts and interagency agreements relating to state hospital services; hospital fiscal operations, e.g., budget development and allocations, cost reporting, expenditure projections, revenue projection and collection, and state hospital rate setting; and special projects, e.g., Board of Control Claims, out-of-state travel, claims from counties pursuant to the provisions of Welfare and Institutions Code Section 4117, DMH Merit Award Employee Suggestion Program, Interstate Compact Coordination, Cooperative Agreement with Department of Rehabilitation, Arts in Mental Health Program and educational and vocational services. The unit is also responsible for conducting hearings and adjudicating county inpatient Medi-Cal review appeals.

Sex Offender Commitment Program (SOCP) Evaluation Unit (also known as the Sexually Violent Predator (SVP) Evaluation Unit) is responsible for record review, assessment, and clinical evaluation of CDC inmates referred after pre-screening as potential SVPs. These inmates are about to be paroled or released from prison, but meet basic legal criteria for this

commitment. This unit fully assesses each referral and performs clinical evaluations at prison sites. This unit contracts with more than 60 psychologists and psychiatrists who perform clinical evaluations and testify in court as to their findings. Since the passage of SB 1128 and Jessica's Law, it is projected that the evaluators will need to perform more than 6,000 evaluations per year.

Administrative Services

Develops and maintains a responsive and efficient administrative service system to enable the Department to meet its goals and objectives in the areas of strategic planning, policies, regulations, budget, labor relations, personnel, health and safety, accounting, support services, rate and allocation setting and reimbursements.

F. COMPENSATION CONSIDERATIONS

A recent survey of California county mental health directors emphasizes the disparity in the salary between the Director of Mental Health and his county counterparts, who have fewer staff, smaller budgets, and less overall complexity in program implementation. As stated above, the current statutorily mandated salary for Director, California Department of Mental Health is \$133,731 per annum.

County	Incumbent's Annual Salary*	Annual Salary Low *	Annual Salary High*
San Francisco	\$ 188,812		
Los Angeles	\$ 176,135		
San Bernardino	\$ 150,110		
San Diego	\$ 131,000		
Riverside		\$ 128,182	\$ 224,450
Orange		\$ 110,864	\$ 202,125
Santa Clara		\$ 159,008	\$ 174,748
Fresno		\$ 98,369	\$ 161,922
Alameda		\$ 110,282	\$ 134,285

* Data gathered from county personnel offices; in some cases, the county provided only a salary range, rather than the specific salary of the incumbent.

Additionally, other states' compensate at a higher rate than California, with less complex programs and services than California, and fewer people in need of mental health services.

State	Scope of Responsibility	MH Population	Annual Salary
California	Mental health programs	2,381,000	\$ 133,732
Texas	Mental health, alcohol and drugs, developmental services	1,519,000	\$ 175,000
Florida	Mental health programs, alcohol and drugs, community services block grant, health care, social services	1,169,000	\$ 138,720
New York	Mental health programs	1,363,000	\$ 136,000
Pennsylvania	Mental health programs, alcohol and drugs, child support services, community services block grant, developmental services, health care, rehabilitation, social services	792,000	\$ 130,681
Michigan	Mental health programs, aging, alcohol and drugs, developmental services, emergency medical services, health care, public health	685,000	\$ 130,000
Ohio	Mental health programs	853,000	\$ 126,089

G. OTHER CONSIDERATIONS

The Director serves as the policy and clinical leader for the State of California in the treatment of an increasingly forensic population, but also as the visionary for integrated care. He interacts on a daily basis with the County Welfare Directors and must ensure that the State's working relationship with the Counties is, and remains, productive and mutually beneficial. Proposition 63, the Mental Health Services Act, has provided an increased amount of funding for the Counties, but necessitates that the State coordinate the service delivery across county lines.

In addition, the competition of resources and long-term budget constraints have created a situation wherein there are several, frequently contrary, lawsuits that must be balanced in the delivery of care for patients within the State system. The Director must ensure that these competing interests are addressed, while the needs of the patients are being met. Increasingly, patients have co-occurring disorders, the simultaneous occurrence of a substance-related disorder and a mental disorder within the same individual, which further complicates treatment.

Finally, as the general public has become more and more concerned about the issues associated with sexually violent predators and sex offenders in general. This has caused a significant amount of additional interaction with county and city

government as all parties struggle with the best way to ensure public safety. The Director is critical in these discussions and in advancing both public safety and public confidence with the legislature and the public.

H. INCUMBENT'S QUALIFICATIONS

Stephen W. Mayberg, Ph.D., was appointed Director, California Department of Mental Health, in February 1993. Since his appointment, he has embarked on an ambitious agenda that includes a philosophical and directional shift from a state-based to a county-based system of service delivery, as envisioned by legislation passed in 1991, and a complete reorganization of the California Department of Mental Health to become more "user friendly" and accessible. He has served as a staunch advocate for interagency programming and planning and has worked with advocacy groups and stakeholders to design nationally recognized programs for the homeless as well as culturally competent and appropriate services that reflect the diversity of the state. A staunch believer in transparency and accountability, Dr. Mayberg has made performance outcomes a priority in every aspect of service delivery and provision of care.

Dr. Mayberg received his undergraduate degree from Yale University and received his doctorate in clinical psychology from the University of Minnesota. He completed his internship at the University of California, Davis, and has worked in the California mental health system since that time. Prior to his appointment, he served as the Director of the Yolo County Mental Health Program.

During his public service career, Dr. Mayberg has been responsible for most aspects of care in the mental health services arena, including supervision and administration of crisis service programs, outpatient services and children's services, and program design, implementation and monitoring. As a licensed psychologist, he has continued to provide clinical services throughout his professional career.

Dr. Mayberg is a nationally recognized expert on public mental health systems. He has held offices for many national, state, and local organizations, including serving terms as president for the California Mental Health Directors Association, the California Conference of Local Mental Health Directors and the National Association of State Mental Health Program Directors. He was appointed to the President's New Freedom Commission on Mental Health in 2002. He has received numerous state and national awards recognizing his achievements. Dr. Mayberg is frequently asked for consultation and technical assistance at all levels of government. He participates on a number of federal workgroups in developing policy and programs. He is in frequent demand for speaking engagements and participation in system development.

I. RECOMMENDED COMPENSATION

Based upon a comparison of salaries, size and scope of organization, scope of responsibility and requisite qualifications, an annual salary of \$165,000 is recommended for the position of Director, Department of Mental Health.

This salary level:

- Is the average of the four highest county salary levels: \$168,516.
- Falls below the highest salaries being paid nationally to state directors of mental health all of whom have fewer patients and less program complexity.
- Is below the \$258,125 maximum allowed by Government Code section 19825.5.
- Provides an appropriate compensation to the Director, given the scope and magnitude of the position.

Department of Social Services
STATUTORY SALARY ADJUSTMENT
Analysis and Justification

LEGAL AUTHORITY

Government Code section 19825.5 provides that the Department of Personnel Administration (DPA) shall set and adjust, as needed, the annual compensation of officers and employees listed in Government Code sections 11550, 11552 and 11554. This statute also specifies the criteria the department is to use when setting or adjusting the annual compensation of these statutory appointees (i.e., size and scope of organization, compensation paid in other jurisdictions, scope of responsibility, salary compaction, other factors for recruitment and retention) and caps the maximum salary for these positions at 125% of the compensation recommended to be paid to the Governor by the California Citizens Compensation Committee.

The current salary for the Governor is \$206,500 per annum.

POSITION/CURRENT SALARY

Director, Department of Social Services - \$133,731 annually.

GENERAL PROGRAM BACKGROUND

As part of the Health and Human Services Agency, the California Department of Social Services (DSS) began as a six-member Board of Charities and Corrections in 1903. The Board evaluated and reported on 12 charitable and correctional institutions, 60 county hospitals and alms houses, 57 county jails, and 300 city and town jails and lock-ups. Years later, the Board expanded and sought to improve the welfare of children and adults. Board recommendations for improvement in 1908 included:

- removal of children from orphan asylums to good homes;
- state enforcement of child support payments by parents;
- enforcement of the compulsory school attendance in order to reduce juvenile crime; and,
- enforcement of child labor laws.

Today, in a society that has become increasingly diverse and complex, DSS carries out its mission of providing aid, services and protection to needy children and adults. At the same time, the Department strengthens and encourages individual responsibility and independence for families. By managing and funding its programs, DSS objectives are carried out through over 4,200 employees located in 51 offices throughout the state, the 58 county welfare departments, and a myriad of local and community-based organizations.

The Department has a single commitment to ensure the health and safety of the most vulnerable and needy residents entrusted to DSS care. Priority DSS programs include

California's child welfare and foster care system, Welfare-to-Work programs, disabled and adult programs and more than 80,000 licensed community care facilities. In recent years, DSS has implemented innovative efficiencies in the Community Care Licensing program that provides additional safeguards to protect children in day care, foster care and the disabled and elderly adults in licensed care facilities. DSS continues to improve and build upon the successes of welfare reform with a new Statewide Outcomes and Accountability System that allows California to monitor and track the needs and progress of children and families serviced at the county level. Through collaborative partnership efforts between DSS, the counties, philanthropic organizations and stakeholders, the Department is making headway in improving the lives of the people of California who depend on DSS services. The mission of DSS is to *"serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence."*

SIZE AND SCOPE OF ORGANIZATION

For State Fiscal Year 2006/07, DSS has 4,228.3 positions, \$18.7 billion (\$8.9 billion General Fund).

SCOPE OF RESPONSIBILITY/SPAN OF CONTROL

PUBLIC ASSISTANCE

The Department's public assistance programs provide financial assistance to California residents who are unable to support themselves. Five major components are:

- California Work Opportunity and Responsibility to Kids (CalWORKs)
- Other Assistance Payments, including Foster Care, Adoption Assistance Program, Refugee Cash Assistance, and Food Assistance Programs
- Supplemental Security Income/State Supplementary Payment Program
- County Administration and Automation Projects
- Disaster Relief

As discussed below in greater detail, the primary objectives are to provide temporary financial assistance to eligible needy and dependent persons to enable achievement of self-sufficiency or to provide safe living environments for vulnerable adults and children, and to monitor, administer, and improve the quality of all welfare services.

CalWORKs

The CalWORKs program is California's version of the federal Temporary Assistance for Needy Families (TANF) program. CalWORKs is California's largest cash aid program for children and families and is designed to provide temporary assistance to meet basic needs, such as shelter, food, and clothing, in times of crisis, while encouraging personal responsibility. CalWORKs includes specific welfare-to-work requirements and provides supportive services, such as child care, to enable an individual to meet these requirements.

Child care services are provided to current and former CalWORKs recipients with children up to the age of 13 through a three-stage system, depending on the recipient's level of self-sufficiency and employment stability. Stage One is administered by the Department of Social Services. The Department of Education administers Stages Two and Three. Parents have the right to choose child care among center-based, family child care home, or license-exempt providers. CalWORKs families are then able to meet both goals of moving from welfare into the work force and engaging children in child care and development services.

Other Assistance Payments

The Foster Care program provides support payments for children in out-of-home care. This program is administered by the counties in accordance with regulations, standards, and procedures set by the Department of Social Services as authorized by federal and state law.

The Adoption Assistance Program provides ongoing support for families wanting to adopt children who, because of their ethnic background, race, color, language, physical, mental, emotional or medical handicaps, age, or because they are a sibling, have become difficult to place in adoptive homes. This program encourages adoptions of children who would otherwise remain in long-term foster care by removing financial barriers for these families.

Refugees, asylees, Cuban/Haitian Entrants, certain Amer-asians from Vietnam, and victims of a severe form of human trafficking who do not qualify for CalWORKs or Supplemental Security Income may receive assistance through the Refugee Cash Assistance (RCA) program. RCA benefits are available for a maximum period of eight months.

The Food Stamp Program provides for improved levels of nutrition among eligible low-income households by offering them a benefit amount, posted to a debit card, for the purpose of purchasing food. The cost of the benefit value of food stamps to these households is borne entirely by the United States Department of Agriculture (USDA). The Food Stamp Employment and Training Program requires certain non-assistance food stamp recipients to participate in employment and training activities.

The Department also administers the state-only California Food Assistance Program to provide food stamps to legal immigrants who meet federal Food Stamp eligibility criteria except for their immigration status.

The Emergency Food Assistance Program provides USDA commodities, as well as surplus fresh fruits and vegetables donated by California farmers and businesses, to local food banks for distribution to the working poor, low-income, unemployed, and homeless persons. This program is supplemented by contributions made by taxpayers to the Emergency Food Assistance Program Fund through state income tax returns.

Supplemental Security Income/State Supplementary Payment Program

The Federal Supplemental Security Income (SSI) program provides cash grant assistance to aged, blind, or disabled persons who meet the program's income and resource requirements. California supplements the federal SSI payment with a State Supplementary Payment (SSP).

The SSI/SSP program is administered by the Federal Social Security Administration which determines eligibility, computes grants, and disburses the combined monthly payment to recipients.

County Administration and Automation Projects

Federal, state, and county governments share the cost of operating expenses and the salaries and benefits of county staff who administer public assistance programs. Federal, state, and county funds are used to finance major data automation projects of the Department of Social Services. Some of the state's largest and most complex IT systems support DSS program operations including:

- **Electronic Benefit Transfer (EBT) Project**
EBT is the distribution of food stamp benefits with a plastic debit card, making the issuance of state public assistance and federal food stamp benefits faster and easier through the use of electronic transactions. By using the EBT card, cardholders can access food benefits at the point-of-sale (POS) terminals of retailers authorized by USDA to accept food stamp benefits. In California, each county has the option of also providing clients with the ability to access benefits through automatic teller machines (ATMs) and cash benefits at POS terminals.
- **Child Welfare Services/Case Management System (CWS/CMS) Project**
CWS/CMS is a result of Chapter 1294, Statutes of 1989, Senate Bill 370. SB 370 required the development of a statewide computer system to automate the functions of county child welfare offices. The CWS/CMS system automates many of the tasks that county workers had to perform routinely and often manually. CWS/CMS allows for a centralized statewide system that allows State or county child welfare workers to share information on child abuse cases.
- **Case Management Information and Payrolling System (CMIPS) Project**
CMIPS is an information computer system in California that tracks more than 300,000 cases and processes over \$2,000,000,000 annually for state-wide services provided to elderly, disabled, or blind individuals so that they can remain safely in their own homes under the In-Home Supportive Services (IHSS) Program. The IHSS program is administered by the California Department of Social Services (CDSS).
- **Interim SAWS (ISAWS) Project**
The Interim SAWS (ISAWS) application provides uniformity and consistency in the application of public assistance programs and policies through the use of interactive screens with a full complement of case action support tools. ISAWS currently supports the CalWORKs, Food Stamp, Medi-Cal, County Medi-Cal Services Program (CMSP), Foster Care, and Refugee Assistance programs. The ISAWS application contains over 6000 eligibility rules which are used in making the eligibility determination for these public assistance programs. The ISAWS project is responsible for updating the ISAWS application with current regulation changes and/or policy interpretations as

they arise. Corrections to system functionality not specifically relating to a regulation change are driven by issues discovered in the counties.

- **Statewide Fingerprint Imaging System (SFIS) Project**

The Statewide Fingerprint Imaging System was developed by the Department of Technology Services (DTS) in conjunction with the California Department of Social Services (CDSS). The system applies state-of-the-art fingerprint imaging technology to eliminate duplicate aid in the State's public assistance programs.

- **Welfare Data Tracking Implementation Project (WDTIP)**

The Welfare Data Tracking Implementation Project (WDTIP) is a statewide welfare time-on-aid tracking and reporting system which is accessible to the county welfare eligibility workers through the Department of Health Services, Medical Eligibility Determination System (MEDS). WDTIP eliminates the need for counties to manually contact other counties outside their respective consortia system and/or other states to obtain information relative to the 60-month time limitations for time-on-aid by providing eligibility workers an automated tool from which they can obtain up-to-date information for Temporary Assistance to Needy Families (TANF) and CalWORK's applicants and recipients. WDTIP is the interface system within the existing county consortia State Automated Welfare Systems (SAWS).

Disaster Relief

The objective of the Disaster Relief Program is to provide monetary assistance to individuals and families who have suffered losses from a Presidentially-declared disaster when those losses are not covered by other federal, state, or private assistance programs.

SOCIAL SERVICES AND LICENSING

The Department of Social Services monitors and oversees the operational program aspects of social services programs through the development of policy, regulations, and procedures for the delivery of services to clients, and the monitoring and evaluation of services delivered.

In-Home Supportive Services

The In-Home Supportive Services (IHSS) program provides services to enable eligible persons to remain safely in their own homes as an alternative to out-of-home care. Eligible persons are aged, blind, or disabled persons who receive public assistance or have low incomes. There are now three programs that provide in-home care: the Personal Care Services Program, the IHSS Plus Waiver Program, and the IHSS-Residual Program.

Children and Adult Services and Licensing

The Children's Services component consists of three major areas: Child Welfare Services, Adoptions, and Child Abuse Prevention.

- Child Welfare Services provides emergency response and in-home services for abused and neglected children and their families. The program also provides for training and technical assistance for administrators and staff.
- Adoptions Program: (1) provides agency (relinquishment) adoption services through five state offices and twenty-eight licensed county adoption agencies; (2) conducts studies of all independent adoption placements through seven state offices and three county adoption agencies; (3) reimburses licensed private adoption agencies for expenses incurred in placing special needs children; and (4) provides adoptive home recruitment activities through directly provided and contracted services.
- Child Abuse Prevention Program provides child abuse prevention and intervention services through more than 175 projects. The program also provides for training and technical assistance for administrators and staff.

The Department also has County Services Block Grant funding which includes Adult Protective Services. In this program, counties provide appropriate Adult Protective Services to California's functionally impaired dependent adults and the aged who live in their own homes. The Community Care Licensing Division provides preventive and protective services to all persons in community care facilities by ensuring that licensed facilities meet established health and safety standards.

Special Programs

The Department has several special programs that include the following: Specialized Services, Access Assistance to the Deaf, and Refugee Assistance Services.

DISABILITY EVALUATION AND OTHER SERVICES

The objective of this program is to determine an applicant's medical and/or vocational eligibility for disability benefits and provide administrative services to other agencies.

Disability Evaluation

The Disability Evaluation Program determines the medical, vocational, and/or functional eligibility of California residents applying for benefits under Title II (Disability Insurance), Title XVI (Supplemental Security Income), and Title XIX (Medicaid) of the Social Security Act. Eligibility is determined by the severity of the individual's physical and/or mental impairment(s) and overall ability to engage in substantial gainful employment.

Services to Other Agencies

In addition to providing support services for its programs, the Department of Social Services provides general administrative services, such as personnel and accounting to the State Council on Developmental Disabilities and the Health and Human Services Agency. The Department provides services to the Medi-Cal Program in the form of state hearings and

public information services. The Department also provides state hearings services to the Department of Child Support Services.

ADMINISTRATION

The objective of the Administration program is to provide overall management, planning, policy development, and administrative support services to other departmental programs.

COMPENSATION CONSIDERATIONS

The DSS Director is a statutory exempt appointee. As such, the Director is unable to receive any other compensation than allowed by statute. The Director of the Department of Social Services provides leadership in advancing the Department's mission to strengthen personal responsibility and foster independence. The Director is responsible for the largest social services budget in the nation (over \$18 billion) and manages a range of human services programs that serve over 3.5 million Californians. The Director is the key advisor to the Governor and the Agency Secretary on social services issues.

External Salary Comparisons

In contrast, a recent survey of California counties showed a significant gap between the compensation for the Director of the California Department of Social Services and local county welfare directors. In comparing the current annual salary of \$133,731:

County Welfare Director Salaries			
County	Incumbent's Annual Salary*	Low Annual Salary*	High Annual Salary*
Alameda	185,141		
Fresno		98,369	161,922
Kern		98,484	120,276
Los Angeles	176,135		
Orange	158,371		
Riverside		133,353	233,245
Sacramento	162,175		
San Bernardino	149,080		
San Diego		149,760	230,880
San Francisco		152,776	195,000
Santa Clara		157,431	173,014
Ventura		107,258	167,796

* Data gathered from county personnel offices; in some cases, the county provided only a salary range, rather than the specific salary of the incumbent.

Additionally, other states compensate at a higher rate than California, with smaller Temporary Aid to Needy Families (TANF) caseloads and fewer state-only programs than California. While TANF is not the only program that the Department of Social Services operates, it is a

good benchmark for comparison purposes. California's TANF caseload represents 25 percent of the national caseload

State	TANF Annual Caseload	State-Level Director's Current Annual Salary
California	1,027,282	\$ 133,731
New York	294,264	\$ 136,000
Michigan	238,766	\$ 130,050
Pennsylvania	230,646	\$ 130,681
Ohio	165,068	\$ 141,980
Washington	121,256	\$ 158,000
Indiana	115,361	\$ 118,500
Florida	80,008	\$ 138,720

OTHER CONSIDERATIONS

The Director services as the key policy adviser to the Agency Secretary, Health and Human Services Agency and the Governor regarding all programs affecting the most vulnerable and at-risk Californians. The Director is the Administration's primary interface with directors of county welfare departments, leadership of the California Welfare Directors Association, and members of the California Legislature. California's service delivery design, in which the counties are responsible for the major program implementation but the State is held accountable, means that the Director must balance the needs of the counties (programmatic and fiscal) with the needs of the State, and be seen as a fair, balanced leader. This is particularly challenging when the State must impose on the counties program changes as a result of federal changes.

Also, as part of the proposed Governor's Budget for SFY 2007-08 and to align with the federal Deficit Reduction Act, the Administration proposes to significantly change key programs and service delivery models, which will increase accountability and improve program outcomes. These changes will be a challenge for the counties to implement, and requires significant finesse in negotiation and discussion on the part of the Director.

INCUMBENT'S QUALIFICATIONS

The Director position is currently vacant.

RECOMMENDED COMPENSATION

Based upon a comparison of salaries, size and scope of organization, scope of responsibility and requisite qualifications, an annual salary of \$165,000 is recommended for the position of Director, Department of Social Services.

This salary is below the median (\$168,575) of the salary ranges the State's largest counties are paying (Fresno, Riverside, San Diego, San Francisco, and Santa Clara), and below the incumbent salaries (\$166,180) we were able to obtain during the salary survey. This is above the levels paid in other states, where the TANF caseload is significantly lower. This salary level will allow us to draw qualified candidates from the county level and retain them.

Department of Developmental Services

STATUTORY SALARY ADJUSTMENT

Analysis and Justification

A. LEGAL AUTHORITY

Government Code section 19825.5 provides that the Department of Personnel Administration (DPA) shall set and adjust, as needed, the annual compensation of officers and employees listed in Government Code sections 11550, 11552 and 11554. This statute also specifies the criteria the department is to use when setting or adjusting the annual compensation of these statutory appointees (i.e., size and scope of organization, compensation paid in other jurisdictions, scope of responsibility, salary compaction, other factors for recruitment and retention) and caps the maximum salary for these positions at 125 percent of the compensation recommended to be paid to the Governor by the California Citizens Compensation Committee.

The current salary for the Governor is \$206,500 per annum.

B. POSITION/CURRENT SALARY

Director, Department of Developmental Services - \$133,731 annually.

C. GENERAL PROGRAM BACKGROUND

As part of the Health and Human Services Agency, the California Department of Developmental Services (DDS) provides services and support for children and adults with developmental disabilities, and Infants at risk of developmental delay or disability. DDS is the agency through which the State of California provides services and supports to children and adults with developmental disabilities. These disabilities include mental retardation, cerebral palsy, epilepsy, autism and related conditions.

Services are provided through state-operated developmental centers and contracts with 21 nonprofit agencies called regional centers. The department mission is to *"serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence."*

The Department of Developmental Services is responsible under the Lanterman Developmental Disabilities Services Act to ensure that persons with developmental disabilities receive the services and supports they need to lead more independent and productive lives and to make choices and decisions about their lives. DDS ensures coordination of services to persons with developmental disabilities; ensures that such services are planned, provided, and sufficiently complete to meet the needs and choices of these individuals at each stage of

their lives, regardless of age or the degree of their disability; and, to the extent possible, accomplishes these goals in the individual's home community.

Services are delivered directly through developmental centers and state-operated community facilities, and under contract with a statewide network of 21 private, nonprofit, locally-based community agencies known as regional centers.

The Department of Developmental Services operates five State Developmental Centers and two smaller state-operated community facilities.

Developmental Centers

- Agnews Developmental Center, San Jose
- Fairview Developmental Center, Costa Mesa
- Lanterman Developmental Center, Pismo
- Porterville Developmental Center, Porterville
- Sonoma Developmental Center, Eldridge

A developmental center is a facility which provides services to individuals who have been determined to require programs, training, care, treatment and supervision in a structured health facility setting on a 24-hour basis. The five developmental centers are licensed and certified acute care hospitals and serve individuals with developmental disabilities in distinct parts licensed and certified as Nursing Facility (NF) and Intermediate Care Facility/Mentally Retarded (ICF/MR) services.

Community Facilities

- Sierra Vista Community Facility, Yuba City
- Canyon Springs Facility, Cathedral City

The two smaller facilities are licensed as ICF/MR facilities. These facilities provide intensive training and supervision to individuals whose needs cannot readily be met by available private community-based services. They provide services to persons referred from a regional center or committed through the judicial system. As facilities that provide 24-hour services, these facilities deal with all aspects of the individuals' lives. This includes everything from residential services through skill training, specialized health-care and other therapies to leisure and recreational opportunities. Their primary mission is to provide habilitation and training services that are designed to increase residents' levels of independence and functioning skills, ability to control their environment, and ability to live in community settings. These services are supplemented, as needed, with medical, dental, nursing and a wide variety of other specialized services such as physical therapy, occupational therapy, speech therapy and language development. Persons admitted through the judicial system receive training on the skills and competency necessary to live successfully in the community. Individuals with medical conditions receive special supervision and medical and nursing care in NF units. A full-range of behavior intervention and behavior-skills training services are available for persons who need them. If able to participate, residents under age 22 attend school either in community schools

or in developmental center classes. Adult individuals participate in a wide variety of vocational, and skill-development programs both on the grounds or in the community if appropriate.

D. SIZE AND SCOPE OF ORGANIZATION

Today, DDS serves more than 210,000 persons with developmental disabilities, with a budget of more than \$4 billion, of which \$2.52 billion is State General Fund. DDS employs over 8,112 employees at both state-operated centers and at headquarters in Sacramento.

Over 70 percent of the people DDS serves live in their own homes, and fewer than 3,000 live in developmental centers.

E. SCOPE OF RESPONSIBILITY/SPAN OF CONTROL

The Department's goals are to:

- Expand the availability, accessibility, and types of services and supports to meet current and future needs of individuals and their families.
- Develop systems to ensure that quality services and supports are provided.
- Facilitate the dissemination of information and deployment of assistive and information technology to improve services and supports and the lives of people with developmental disabilities.
- Ensure the Department, state Developmental Centers, regional centers, and service providers comply with all applicable federal and state laws, regulations and contracts, including accounting for their funding in an appropriate manner.

To be eligible for services funded by the California Department of Developmental Services, individuals must have a developmental disability as defined in the California Welfare and Institutions Code section 4512 as:

"a disability which originates before an individual attains age 18, continues, or can be expected to continue, indefinitely, and constitutes a substantial disability for that individual. As defined by the Director of Developmental Services, in consultation with the Superintendent of Public Instruction, this term shall include mental retardation, cerebral palsy, epilepsy, and autism. This term shall also include disabling conditions found to be closely related to mental retardation or to require treatment similar to that required for mentally retarded individuals, but shall not include other handicapping conditions that are solely physical in nature."

DDS has three major departmental components: Community Services Program, Developmental Centers Program, and Departmental Administration.

Community Services Program

Through the network of regional centers, the Department supports the development and maintenance of services for eligible persons with developmental disabilities who reside in the community. The Department also assesses the needs of individuals who reside in state-operated facilities and develops community resources to assist those who would be more appropriately served in the community. The regional centers directly provide or coordinate the following services and supports in accordance with Individual Program Plans:

- (1) Information and referral,
- (2) Assessment and diagnosis,
- (3) Counseling,
- (4) Lifelong individualized planning and service coordination,
- (5) Purchase of necessary services included in the individual program plan,
- (6) Assistance in finding and using community and other resources,
- (7) Advocacy for the protection of legal, civil, and service rights,
- (8) Early intervention services for at-risk infants and their families,
- (9) Genetic counseling,
- (10) Family support,
- (11) Planning, placement, and monitoring for 24-hour out-of-home care,
- (12) Training and educational opportunities for individuals and families,
- (13) Community education about developmental disabilities, and
- (14) Habilitation services.

The Department monitors regional centers to ensure they operate in accordance with statute, regulations, and their contract with the Department and provides reimbursement to the centers for services.

Developmental Centers Program

The Department operates five Developmental Centers: Agnews, Fairview, Lanterman, Porterville, and Sonoma. Secure treatment services are provided at Porterville Developmental Center. In addition, the Department leases two facilities for persons who require specialized behavioral interventions: Sierra Vista, a 58-bed facility in Yuba City, and Canyon Springs, a 63-bed facility in Cathedral City. Services at all facilities involve the provision of active treatment through residential and day programs on a 24-hour basis, including appropriate medical and dental care, health maintenance activities, and assistance with activities of daily living, training, education, employment, etc.

The primary objectives of the Developmental Centers Program include providing care, treatment, and habilitative services in the most efficient, effective, and least restrictive manner to all individuals referred to the Developmental Centers Program by the regional centers, county mental health departments, and/or the judicial system; and providing services to individuals that ensure increased

independence, maintenance or improvement of health and welfare, and enhanced personal competence and effectiveness in all areas of daily living. The Developmental Centers Division provides central administrative and clinical management services to the five Developmental Centers and the two leased facilities to ensure the quality of services provided, compliance with state licensing and federal certification requirements, protection of consumers and staff, and maintenance of facility structures and grounds. Areas of responsibility include the development of policy and procedures for all aspects of the Developmental Centers operations, law enforcement and protective services, facility population management, program and fiscal oversight, and facilities planning and support.

Departmental Administration

The objective of this program is to provide overall management, planning and policy development, and legal, legislative, audit, and administrative services to the Department.

F. COMPENSATION CONSIDERATIONS

The DDS Director is a statutory exempt appointee. As such, the Director is unable to receive any other compensation than allowed by statute. The Director of the Department of Developmental Services provides leadership in advancing the Department's mission to strengthen personal responsibility and foster independence. The Director is the key advisor to the Governor and the Agency Secretary on developmental services issues.

Further, the developmental disabilities programs are considered entitlement programs in California. As such, these programs must provide a full spectrum of services as mandated and detailed by California state law, and as such, are more complex and extensive program services than those available in other states.

External Salary Comparisons

State	DD Caseload (May 2006)	Annual Salary
California	202,259	\$ 133,731
Washington, DC	2,000	\$179,096
New York	124,898	\$136,000
Pennsylvania	70,000	\$130,681
Michigan	25,096	\$130,500
Ohio	29,096	\$126,089
New Jersey	37,000	\$120,000's
Tennessee	8,401	\$109,680
Washington	20,193	\$105,828

Based on SFY 2004-05 data, 16 of the 21 California regional center directors make more than the Director, California Department of Developmental Services. In fact, 12 of the regional center directors receive salary compensations in excess of \$160,000. The compensation includes salaries, fees, bonuses, and severance payments, but does not include benefits.

Entity	DD Caseload (through Dec 2006)	Annual Salary Compensation
Westside Regional Center	6,680	\$ 230,000
South Central LA Regional Center	9,237	\$ 213,319
East Los Angeles Regional Center	7,689	\$ 194,222
Regional Center of Orange County	15,132	\$ 192,951
Golden Gate Regional Center	7,304	\$ 182,741
Harbor Regional Center	9,290	\$ 181,220
North Los Angeles Regional Center	14,330	\$ 180,099
Regional Center of East Bay	13,318	\$ 179,808
San Gabriel/Pomona Regional Center	10,213	\$ 177,163
Frank D. Lanterman Regional Center	6,906	\$ 165,206
Alta California Regional Center	15,082	\$ 163,519
San Diego Regional Center	16,164	\$ 162,210
Tri-Counties Regional Center	9,783	\$ 151,805
Inland Regional Center	21,282	\$ 147,730
North Bay Regional Center	6,522	\$ 145,032
Central Valley Regional Center	14,100	\$ 135,435
Valley Mountain Regional Center	9,393	\$ 128,688
San Andreas Regional Center	11,274	\$ 119,244
Kern Regional Center	6,022	\$ 108,265
Redwood Coast Regional Center	2,893	\$ 105,411
Far North Regional Center	5,736	\$ 103,031
Total Consumers	218,350	

G. OTHER CONSIDERATIONS

The Director sets broad policy and provides leadership for developmental services statewide; establishes priorities, standards, and procedures within which the developmental services program operates; monitors, reviews, and evaluates service delivery; and ensures remediation of problems that arise.

In addition, the Director must have a close and cooperative relationship not only with the families of those residing at developmental centers, but the broader developmentally disabled community. Clearly the most significant challenge that faces DDS is how to continue progress toward the major goals of community

placement and continued community interaction, in an era of dwindling resources. The Director must have daily interaction with advocacy organizations; independent living centers, providers and advocates; and community advisory organizations and committees. The Director is also seeks active engagement with the Association of Regional Center Agencies, which represents the 21 regional centers. This requires the Director to balance the focus and the direction of the Administration, with the needs of the families and consumers, and temper both the recommendations and input from the advocates and other service provider representatives.

The Director serves as the court-ordered conservator of almost 700 consumers which includes responsibility for major life decisions involving: medical care, residential, program services and employment, and in some cases, control of the conservatee's assets and estate.

H. INCUMBENT'S QUALIFICATIONS

On September 1, 2006, Governor Schwarzenegger appointed Therese "Terri" Delgadillo as director of the Department of Developmental Services. Ms. Delgadillo's over 20 years of professional experience at both the state and federal government, coupled with her deep-felt personal passion for providing service to persons with developmental disabilities have already resulted in benefits for the Department of Developmental Services, with the goal to provide persons with developmental disabilities to live in the most integrated setting possible. Ms. Delgadillo was appointed as interim director and chief deputy director of DDS in February 2006.

Prior to her current assignment, from 2004 to 2006, she served as deputy secretary of the Office of Program and Fiscal affairs at the California Health and Human Services Agency. Ms. Delgadillo was deputy director for the Department of Health Services from 2000 to 2004. From 1997 to 2000, she served in the California Youth and Correctional Agency as acting undersecretary and deputy secretary. Ms. Delgadillo was also legislative and policy director for United States Senators John Seymour and Paul Coverdell from 1991 to 1997. In addition, from 1986 to 1991, she served as chief legislative consultant for the California State Senate Select Committee on Drug and Alcohol Abuse and early in her career worked in special education.

Ms. Delgadillo holds a Masters of Social Work from California State University, Sacramento and a Bachelor of Arts in social science from California State University, Stanislaus. Ms. Delgadillo's recommendation was unanimously approved by the California State Senate on February 7, 2007.

I. RECOMMENDED COMPENSATION

Based upon a comparison of salaries, size and scope of organization, scope of responsibility and requisite qualifications, an annual salary of \$165,000 is recommended for the position of Director, Department of Developmental Services.

This salary level:

- Is slightly less than the average of the seventeen highest total compensation paid to the Regional Center directors.
- Is below the \$258,125 maximum allowed by Government Code section 19825.5.
- Provides an appropriate compensation to the Director, given the scope and magnitude of the position.